



## MEMORANDUM

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**TO:** Honorable Alex Penelas, Mayor  
Honorable Chairperson and Members  
Board of County Commissioners

**DATE:** July 8, 2003

**FROM:** George M. Burgess  
County Manager

**SUBJECT:** CMO Staff Assignments

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Attached is the County Manager's Office staff assignments including departments, committees and special projects. As you know, I am committed to building a strong management team to lead this administration. This is the first step of the process. The Assistant County Managers are a healthy mix of specialists in their fields and generalist public administrators with a wealth of County experience and talents that complement each other very well. This reorganization has also afforded me the opportunity to begin streamlining the County organization. Given our current budget condition, it is wise to look at the entire organization for areas of improvement, coordination and increased efficiency. Throughout the summer months, as staff prepares for the September budget hearings, we will continue a very methodical review of our organization, recommending the merges of similar functions wherever possible in order to streamline, improve coordination and achieve operational savings. The following is a summary of the changes I am now making.

Alina Hudak will continue to oversee the culture and recreation portfolio and will be responsible for coordinating the County Commission process. She will also oversee our procurement activities. Alina will be a key policy advisor in all aspects of our operations.

Pete Hernandez remains a key senior staff member with responsibilities over our infrastructure departments. Pete is a professional engineer with extensive experience as Director of both the Public Works and Water and Sewer departments. Pete has been a part of the Manager's office since 1998. I will count heavily on Pete's knowledge and expertise as it relates to our "hardware" operations.

I continue to rely on Barbara Jordan's extensive knowledge and experience in the social services arena from her tenure at Community Action Agency, the Department of Human Services and the Greater Miami Services Corps. Barbara has also been a valued member of the Manager's staff since 1998. Barbara will be my lead on community social service issues and will assume responsibility for our employee relations-related activities.

Tony Crapp brings a strong academic and experiential background in urban and community economic development, and business development planning to the County Manager's Office. Tony will have responsibility for all of the County's economic development and housing initiatives.

Bill Johnson continues on senior staff to serve in the capacity of Transportation Manager. I have narrowed his responsibilities to solely focus on the County's vitally important transportation issues, with particular attention to the Citizens Transportation Trust and the Office of Public Transportation Management. Bill will, however, also continue his work on the conveyance of Homestead Air Force Base and will work closely with Tony Crapp and Pete Hernandez on overlapping issues.

As previously announced, Susy Torriente has returned to County service as my Executive Assistant managing the flow of assignments in the office and the Assistant County Manager for Public Safety. She will also be my point person on FTAA planning. Susy has impressive credentials and a broad background in county management and operations. I will rely on her diverse experience and ability to manage complex assignments as they arise.

Team Metro Director Alex Munoz has agreed to join my immediate staff as an Assistant County Manager. Alex will lead our efforts to implement customer service improvements throughout this organization, including a countywide 311 answer center. Alex will also be responsible for incorporation/annexation and municipal service contracting activities, which I believe will be more critical in the future. Among other duties he will also oversee the Elections Department.

With Alex's departure at Team Metro, I am extremely pleased to announce that I have appointed Sam Walthour as Team Metro Director. Sam is a veteran County administrator with more than 15 years of management and social services experience. Sam currently serves as Deputy Director of Team Metro. Sam has agreed to eliminate the Deputy Director position in order to streamline the organization and achieve savings without directly affecting service delivery in the unincorporated area.

Additionally, I am very pleased to announce that Corinne Brody will be joining my staff as Special Assistant for Strategic Management Initiatives. Corinne is a seasoned professional with more than 13 years in the public sector and nine years of management consulting experience in the private sector. Corinne's focus will be on business process review, business planning, strategic planning, efficiency reviews, managed competition initiatives, performance based evaluation and appraisal systems (both organizational and individual) and overall management system improvements. Corinne will be working with each Assistant County Manager and all department directors through the organization horizontally to integrate result-oriented management practices and systems into the day-to-day operations of County government. She will oversee, working closely with me, our financial and business planning/budgetary operations. I am extremely confident in her ability to push the management reforms that I believe are critical for this organization to succeed in meeting the public's expectations for efficient, responsive, quality County service delivery.

At this time Kevin Lynskey is assuming the day-to-day operations of the Office of Performance Improvement (OPI). During the summer months I intend to work with Corinne, Kevin and Budget Director David Morris to restructure and consolidate the Office of Management and Budget and OPI to ensure our resource allocation functions are properly aligned with and committed to our strategic and business planning priorities.

Chief Technology Officer/ITD Director Bert Bertagna recently resigned from County service. At this time, it is prudent to assess the County's overall structure as it relates to Information Technology. There may be opportunities to improve the structure of the organization and these improvements should come about as the result of thoughtful analysis. Over the summer, I have asked Judi Zito, our Chief Information Officer (CIO) to assess the role of the CIO as it was originally defined and determine the appropriate staffing and structure for the CIO office; and to define and implement an effective governance model that will provide a methodology for funding IT initiatives at an enterprise level to create a single IT department by merging ITD and eGov, in order to maximize the strengths that exist in each department. The resulting department should be positioned to provide enterprise level IT services as well as act as a service bureau for the provision of IT services to departments and potentially external agencies. During this evaluation period, Mr. Angel Petisco will oversee ITD functions and Ms. Mary Fuentes will oversee eGov functions pending this consolidation. Both individuals will report directly to the CIO. Upon the completion of a new structure for the IT organization, it is my intention to undertake a competitive recruitment for a Director of the newly merged department.

These organizational shifts represent the first step in a review of the entire organization. Ultimately, I would like to incorporate more of a business model to my office. Each Assistant County Manager is expected to be a functional area expert, along the lines of a Chief Operating Officer of a unique product line. I expect each Assistant to advance our strategic agenda and proactively manage the functional areas for which they are responsible.

I am also pleased to inform you that these changes and associated consolidation of functions represents a \$978,000 annualized savings to the County relative to the structure that existed before my arrival.

Thank you for your continued support.

#### Attachment

C:     Honorable Bennett Brummer, Public Defender  
         Honorable Joseph P. Farina, Chief Judge, Eleventh Judicial Circuit  
         Honorable Katherine Fernandez-Rundle, State Attorney  
         Honorable Harvey Ruvin, Clerk, Circuit and County Courts  
         Robert A. Ginsburg, County Attorney  
         Dr. Gerald Kaiser, President, Public Health Trust  
         Robert Meyers, Executive Director, Commission on Ethics  
         Christopher Mazzella, Inspector General  
         County Manager's Office Staff  
         Department Directors

Office of the County Manager  
Table of Organization  
July 2003

George M. Burgess  
County Manager

Susanne Torriente  
Executive Assistant  
Assistant County Manager

Corinne Brody  
Special Assistant, Strategic  
Management Initiatives

- \* Finance
- \* GSA
- \* Strategic Planning
- \* General Obligation Bond Program
- \* Business Planning
- \* Performance Improvement Initiatives
- \* CitiStat Reporting
- \* ECC

**Budget and Finance**

David Morris  
Director, Office of  
Management and Budget

Judi Zito  
Chief Information Officer

- \* Information Technology Dept
- \* eGovernment

Cathy Jackson  
Director, Audit and  
Management

Juan Mendieta  
Director, Communications

- \* Corrections and Rehab
- \* Independent Review Panel
- \* Police Department
- \* Fire Department
- \* Ofc of Emergency Mgt
- \* Homeland Security
- \* JAC
- \* Judicial Administration
- \* Clerk of Courts
- \* State Attorney/ Public Defender
- \* Medical Examiner
- \* CMO/Office Mgt
- \* IG/Ethics
- \* FTAA

**Public Safety**

Alex Munoz  
Assistant County  
Manager

- \* Team Metro
- \* Community Relations Board
- \* Property Appraisal
- \* Elections
- \* Planning and Zoning
- \* Dade Delegation

- \* Incorporation /Annexation
- \* Intergovernmental Affairs
- \* Municipal Contracting
- \* Customer Service Initiatives/311
- \* Super Bowl
- \* United Way

**Incorporation and  
Annexation  
Elections**

Tony Crapp  
Assistant County  
Manager

- \* OCED
- \* Empowerment Zone
- \* MMAP
- \* URTF
- \* Consumer Services
- \* Int'l Trade Consortium
- \* Business Development
- \* Housing
- \* Housing Finance Authority

- \* Beacon Council
- \* GMCV B
- \* Anti-Predatory Lending Task Force
- \* Chambers
- \* SFETC

**Economic Development and Human Services**

Barbara Jordan  
Assistant County  
Manager

- \* Human Services
- \* Community Action Agency
- \* Public Health Trust
- \* Homeless Trust
- \* Employee Relations
- \* Employee Recognition
- \* Fair Employment Practices

- \* Children's Trust
- \* Youth Crime Task Force
- \* Health Care Task Force
- \* Alliance for Human Services
- \* Training/MD University

Pete Hernandez  
Assistant County  
Manager

- \* Public Works
- \* Water and Sewer
- \* DERM
- \* Capital Improvements
- \* Water Management
- \* Building
- \* Building Code Compliance
- \* ADA
- \* Solid Waste Mgt

- \* D.I.C.
- \* SFRPC
- \* Miami River Commission

**Government Operations  
and Environment**

Alina Hudak  
Assistant County  
Manager

- \* Agenda Coordination
- \* Performing Arts Center
- \* Safe Neighborhood Parks
- \* Park and Recreation
- \* Libraries
- \* Art in Public Places / Historic Preservation
- \* Cultural Affairs Council
- \* Procurement

- \* Museums/Bicentennial Park
- \* PAC Trust
- \* TDC
- \* Vizcaya Trust
- \* Sports Commission

**Recreation and Cultural  
Affairs  
Procurement**

Bill Johnson  
Assistant County  
Manager  
Transportation Manager

- \* Transit
- \* OPTM
- \* MPO
- \* Seaport
- \* Airport
- \* Tri-Rail
- \* Citizens Independent Transportation Trust

\* MDX

**Transportation  
OPTM subcommittee**